

LI YE

**HUMAN RESOURCE MANAGEMENT AND CUSTOMER
RELATIONSHIPS IN RAY CASINO HELSINKI**

THESIS

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Degree programme in Business Management

December 2014

ABSTRACT

Unit Kokkola-Pietarsaari	Date December 2014	Author/s Li Ye
Degree programme Degree programme in Business Management		
Name of thesis HUMAN RESOURCE MANAGEMENT AND CUSTOMER RELATIONSHIPS IN RAY CASINO HELSINKI		
Instructor Janne Peltoniemi		Pages 40 + 6
<p>The purpose of the thesis was to gain a depth understanding of RAY Casino Helsinki as the employer. According to the traditional opinion; gambling business was unethical, and the spirit of the workplace was bad to employee who were looking for the career for his or her future. By describing the phenomenon of the organization of RAY Casino Helsinki, the paper stated how RAY Casino Helsinki as the employer had played an important role to challenge the traditional opinion. Many Human Resource Management and Service Management theoretical components were stated in this thesis for explaining different phenomenon. At the end, basing on results of one survey to have a conclusion.</p>		

Key words

RAY, casino, gaming business, human resource management, human resource management strategy, service management

ABSTRACT
TABLE OF CONTENTS

1	INTRODUCTION	1
2	THEORETICAL BASELINE	8
2.1	Human Resource Management	8
2.1.1	History of Human Resource Management	8
2.1.2	HRM strategy	9
2.2	Service Management	16
2.2.1	Brief of Service Management	17
2.2.2	The role of Human resource management in service management	17
3	CASE STUDY	22
3.1	Employee as one special competition force in RAY Casino Helsinki	22
3.1.1	The attitude of the employees in co-operating process	22
3.1.2	The importance of the employees' behavior when facing customers	26
3.2	How to motivate and satisfy employees in RAY Casino Helsinki	28
3.2.1	Social ethic in Gambling business	29
3.2.2	Equality in the working life	31
3.2.3	Benefits and compensation	32
3.2.4	Training and rewards	33
	RESULTS OF SURVEY	36
	CONCLUSION	37
	REFERENCES	38
	APPENDIX	

1 INTRODUCTION

Today gaming is becoming the part of our lives. There are all kinds of games around us. When we are watching the TV, using the internet, listening the radio, going out for eating or shopping, especially entertaining, we can't avoid seeing or playing the game. There are eventually two kinds of games. One is gaming without money which we know since we were young we have been playing with families and friends at home , such as UNO, MONOPOLY, AFRICAN STAR, SUPER MARIO, ANGRY BIRDS, and so on. Another is gaming for money, which means gambling. Gambling is the wagering of money or something of material value on an event with an uncertain outcome with the primary intent of winning additional money and/or material goods. There are also many types of gambling, as we are familiar with BINGO, LOTTERY, SLOT MACHINE, VIDEO POKER AND CASINO. At Casino almost any game can be played for money, and any game typically played for money can also be played just for fun. Casino is not only a gambling place, but also an entertaining amusement park for adults. Due to the fact the reputation of customer service are useful tools for Casino to influence the expectations and behavior of customers. So providing great customer service has become important competitive asset for Casino. So the better the Casino's employees' behavior are, the stronger the willingness of customers to come for entertaining will be. In this point it is important for Casino to manage its personnel properly. Therefore Human Resource Management is emphasized tool for handling the labor force. The aim of this thesis is to state the relationship between the Human Resource Management and behavior of employees, then the influence to the customer service.

The first part of the thesis is about knowing RAY and RAY CASINO HELSINKI. It starts with the whole picture of the gaming business, which include in nowadays situation. Then by introducing RAY and RAY CASINO HELSINKI, let people knows better about the concept of this monopoly business in Finland.

The second part is more focusing on theories. Here most important and useful theoretical baseline will be mentioned for helping reader to understand the Human Resource Management and the reason why it is strong competition tool for service business.

At the third part of the thesis, we will come back to analyze RAY CASINO HELSINKI. How Human Resource Management affect its employees and daily operation, as well as the marketing. Especially how to motivate employees, how employees motive itself, even how to influence employees' satisfaction and performance will be found out.

The thesis is ended by analyzing feedbacks from questionnaire to make the conclusion.

Background of nowadays gambling business

When we talk about the gambling, most people will immediately think about Las Vegas, Macao or Monaco. There are most well-known gambling place in America, Asia and Europe. They are famous for their meg-casino-hotels and associated entertainment, which are full of excitement and adventure. As top of the tourist destinations in the world, they offer the best customer service for the rich and famous to fulfill their needs, Let them enjoy in their trips, bring them extraordinary experience, and wish they will come back often.

First of all, let's know something about Las Vegas. Las Vegas was founded as a city in 1905. Following World War II, decorated hotels, gambling casinos and big-name entertainment became synonymous with Las Vegas. The first racially integrated casino-hotel in Las Vegas was opened in 1950s. During the 1960s, corporations and business powerhouses were building and buying hotel-casino properties. Gambling was referred to as "gaming," which transitioned into legitimate business. In 1989, entrepreneur Steve Wynn changed the face of the Las Vegas gaming industry by opening up The Mirage, the Las Vegas Strip's first mega-casino resort. The major attractions in Las Vegas are the casinos and the hotels. The primary income of the Las Vegas economy are tourism, gaming and conventions, which in turn feed the retail and restaurant industries. (Wikipedia 2014.) According to the states statistics report, in 2013 there are more than 39 million visitors and gaming revenue more than 17472 million USD. Forty-one percent (41%) of all visitors said their primary reason for visiting Las Vegas this trip was vacation or pleasure, fifteen percent (15%) said they came primarily to gamble, and seventy-one percent (71%) of 2013 visitors said they gambled while in Las Vegas. Here Fifteen percent

(15%) of 2013 visitors indicated they were first-time visitors to Las Vegas, and eighty-five percent (85%) were repeat visitors. (Las Vegas Convention and Visitors Authority 2014.)

Macao is one of the two special administrative Regions of the People's Republic of China, and the only legal gambling place in PRC. Its economy is heavily dependent on gambling and tourism. Macao was administered by Portugal from the mid-16th century until late 1999, when it was the last remaining European colony in Asia. Starting in 1962, the gambling industry had been operated under a government-issued monopoly license. The monopoly ended in 2002 and several casino owners from Las Vegas attempted to enter the market. With the opening of numerous super hotel casinos, in 2006 it became the world's biggest gambling center. And gambling revenue has made Macao the world's top casino market, going beyond Las Vegas. (Wikipedia 2014.)

Let's come back to the Europe, For example like Monaco, since the late 19th century with the opening of its first casino de Monte-Carlo, Monaco has been become one of the famous tourist destinations for rich to spend money. In 2009, there are about 3.6 million visitors to this small country. Influenced by this gaming business atmosphere, RAY (Slot Machine Association) was founded in Finland. And the exclusive right to slot machine operations has been also granted to state gaming operators in Sweden and Norway. In Denmark the governmental gaming operator is one of the slot machine operators, alongside also private operators. In Finland slot machines are far better received than in neighbor countries. The most recent research shows that acceptance in Finland has increased again after several years of deterioration. But over half the population of Sweden and Denmark feel that the number of slot machines should be reduced. In those countries slot machines have been forced into the margins, fewer people play on them. In Norway, at the beginning slot machine operations were hold by private companies, because of without the control by government that led to many problems; in 2007 the business has to be end, till in 2009 the gaming business is reopened with the state gaming operator holding the exclusive right.

According to the research, the actively slot machine games playing proportion of the population in Finland is about ten times of the European average. (RAY 2014.)

RAY (Slot machine Association)

In the 1920s, when German businessman imported the first slot-machine named pajatso to Finland, the first private people started to operate the gambling business. Pretty soon, it became popular and brought great benefit to private entrepreneurs. In 1933 the government adopted a new regulation according to which only charitable organizations have the exclusive right to operate slot machines.

Even though there were hard competitions among organizations, in 1937 the result came. RAY (Slot Machine Association), which was founded by eight government charities representatives, were given an exclusive right to operate by following the new gaming regulation. Since then RAY has been aimed for sharing out all the profits from the gambling activities to promote health organizations and social welfare in Finland.

Now, RAY has the exclusive right to operate slot machines, casino games and casino activities in Finland. RAY is a special organization, the operations of which are governed by legislation and decrees. Thus RAY can ensure players' legal protection, prevent misuse and crime, and reduce the harmful social effects of gaming. Funding can be applied for annually, and it is granted to social and healthcare organizations on the basis of applications. These organizations are hundreds in number and they employ tens of thousands of people. The help they provide affects almost every Finn in some way or another. The fund allocation is guided by policies created by RAY's Board of Directors and a result agreement prepared with the Ministry of Social Affairs and Health. (RAY 2014.)

There are 1600 people at this moment working for RAY with total profit over 420 million euro which return back entirely to the Finnish society for supporting Finnish well-being. Every year around 200 people who are trained to join in the organization and plan their career.

RAY's slot machines and casino games can be played at thousands of locations which are looked after by the company's business partners. Games can be found in hotels, restaurants,

cafés, service stations, markets and kiosks. Even today, the majority of RAY's revenue comes from slot machines.

It is also possible to play at RAY's own arcades, which are called Potti, Täyspotti and Pelaamo. Gradually the names of all the arcades will be changed to Pelaamo. Gaming locations going by the name Club RAY can be found in Kotka, Turku and Jyväskylä. (RAY 2014.)

The option to play on the RAY.fi online service has been available since 2010, and it is now also possible to play on hand-held devices. At the moment Casino Helsinki is Finland's only casino, but later another international level casino will be opened in east part of Finland based on the experience from RAY Casino Helsinki.

RAY Casino Helsinki

Casino action is different from other gaming activity in RAY. The key differences are in the concept of the casino activity, broader and different game variety, restaurant activity; a separate registration is required for admission to the entertainment, as well as clearly more limited customer base. RAY Casino Helsinki is offering high level technology, functionality, and reliability. Above all, however, Casino's special feature is the possibility to gamble.

Casino's operations are governed by separate laws and Government requirements, of these the most important law is the Arpajaislaki, which is to prevent money laundering, and solving problem issues.

Also, the Casino's internal policies are built so that the possibility of gambling is offered in safe, reliable and comfortable surroundings. RAY's special status in Finland and the specific nature of gambling activities put all its activities in the high quality standards. The game of the casino action in everyday life, this means absolute reliability and confidentiality. It means a high level of technology and willingness to face the customers openly and treat them equally

and individually. It also means transparency and accountability, Casino tells the public openly what it has done and what it intends to do. On the other hand, just this kind of operation and in the environment, it is important that the rules of the game are transparent and clear, and that the gambling operator has a sincere desire to act responsibly in accordance with them.

The game of the casino action in Finland began in the 2.12.1991, when the Casino RAY opened its doors. From the beginning of the red thread has been, to function effectively and gain the satisfaction of the society.

History of RAY Casino Helsinki

Casino gaming activity started in the early 1990's, dates back to a longer-lasting debate on the advantages and disadvantages of the casino action game. Already in the 1960's the commercial Counselor Aki Marte made a proposal for a casino. During the 1980s, the matter was once again in the discussions. RAY's Deputy Executive Director in 1989 outlined the Casinos organizational activities in Finland and created the report which consist the positive and negative effects to the society. The report came up with recommendations for the Casino permit licensing to RAY.

The creation of the positive effect of the casino game was seen in the collection of funds for philanthropic or corresponding purposes, prevent illegal gambling and promote tourism. The negative effect in the casino gambling was the risk caused by the enabling of an individual for high risk gambling.

At the end of 1980 in Finland and, in particular in Helsinki metropolitan area, was unveiled by the police of illegal casinos, whose operations had been sustained and organized. Illegal gambling has been one of the reasons for the establishment of the Casino operation model. Legal casino gaming can be controlled and make high risk gambling less negative phenomena.

Responsibility for the players at RAY Casino Helsinki

The casino game in action is that the players make decisions relating to the game play itself. The Casino is targeting only to customers, who have control the use of money in the game situation. The Casino does not encourage excessive risk-taking.

The game table staff is trained to handle the situation strictly in accordance with the rules of the game. The croupier must never take money directly from the player. Dealers outfit must not have pockets and hands have to be displayed constantly. All of the money and chip processing, as well as the moving in Casino premises is instructed carefully.

The moderators are watching action on gaming tables and personnel activity. The guards are maintaining public order.

Targeted marketing of RAY Casino Helsinki

The Casino's marketing focus is on the business sector and in the variety of entertainment. Advertising is focused on direct marketing, outdoor and newspaper advertising. The Casino offers for companies and groups designed products and featured company events.

The Casino's target customer is over 23 years old. Due to this, the Casino's marketing is not targeted to young people. For example, in the context of different sports Casino does not advertise itself. RAY Casino Helsinki also avoids any youth engaging in the marketing factors.

2 THEORETICAL BASELINE

This part of the thesis will focus on the main aspects of the theoretical background of Human Resource Management and Service Management, especially their relationship.

2.1 Human Resource Management

Human Resource Management is a strategic access to the employment management of the organization. By managing and influencing employee's capabilities, difficult tasks can be achieved efficiently, and the value is created to the companies. It aims to build the strong organization with competitive advantage through Human Resource Strategies, which includes employment policies, programs and practices.

2.1.1 History of Human Resource Management

Human resource management doesn't have long history. It started the phenomenon in the late and early 1900's. When more and more machinery were in use, workers jobs became less labor intense. Frederick Taylor wrote a book about the scientific management movement which titled *The Principles of Scientific Management*. Then “The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee.” was mentioned. Taylor believed that management should use the techniques which used by scientist to research and test work skills to improve the efficiency of the workforce. Also around the same time came the industrial welfare movement. This was usually a voluntary effort by employers to improve the conditions in their factories. The effort also extended into the employee's life outside of the work place. The employer would try to provide assistance to employees to purchase a home, medical care, or assistance for education. Although Human resource management does not long exist, but the idea of Personnel Management has a long history. From the beginning of the industrial revolution of the 18th century until the 1970s, this period is called the traditional personnel management stage. Since the late 1970s, personnel management gave way to human resource management. (Studymode 2014.) According to Donovan Commission's report, the new legislation and

related rules which promoted sexual equality and standards in employment, the status of the personnel function was enlarged. (Bratton and Gold 2003.)

2.1.2 HRM strategy

Human Resource Management is a process which serves more than one critical goal. The fundamental economic goal in HRM is concerned with developing a cost-effective system of labor management that supports the firm's financial viability in the industries in which it competes. Second goal is achieving a degree of flexibility in HRM if the firm is to remain viable as the economic context changes. The last goal is seeking ways of supporting or developing competitive advantage through the quality of HRM in the firm, although this is often pursued for an elite group of employee rather than the entire workforce. At the same time while seeking economic viability, management needs to think about how to secure legitimacy in the societies in which the firm operates. (Boxall and Purcell 2003.) It is possible to find strategy in every business because it is set in the important choices that managers and other employees of the firm make about what to do and how to do it . We can say, when careful observers make the effort, it is possible to discern the firm's strategy in its behavior. Then the organization will try to cope with the environment in the characteristic ways. (Boxall and Purcell 2003.) Example story, when we are planning our garden, at very beginning, we usually plant many different kinds of plant all over the place by well planned. But it doesn't mean that will blossom and become glory garden, we need to clean the extra grass which did not fit in the whole atmosphere, water and fertilize by following the climate year by years. Then we will see the result, yard may become the beautiful garden.

Strategic HRM is concerned with the strategic choices associated with the organization of work and the use of labor in firms and with explaining why some firms manage them more effectively than others. (Boxall and Purcell 2003.)

According to Parker and Wall (1998) company should consider the following strategies when it aims to motivate the working force.

- The individual employee has right to influence his or her own working situation,

work methods and speed by following the basic principal.

- Group tasks are emphasized into a meaningful job, employee should understand the work process as a whole and be able to have an overview of the end result which is as contributing to some part of the organization's objective.
- Give employee possibility to take part in all kinds of task in the job, which need him or her to have strong sense of responsibility, efficiently use own skills and knowledge for completing tasks.
- Working shouldn't affect personal life of employee. Companies arrange work in a way that makes it possible for individual employee to satisfy timetable and give him or her best efforts during the working time.
- Employee has opportunities to achieve certain results, that make he or she feel his or her working is appreciated and important. For example like, increasing salary, improving working status or giving more challenging job.
- Give employees the feedback on their performance as soon as possible via their supervisor. And let employees know internal and external customer feedback directly.
- Ensure that employees have enough information while they need to make decisions.

High-involvement work systems

High-involvement work systems are widely used nowadays, because of high competition in the business life, company should provide high quality, more innovative and better function product or service. According to Lawler's (1986) PIRK model is emphasized: power of employee, information flow, reward to employee and knowledge improvement.

High-involvement work systems believe employees need to have strong ability of self-control, can use their knowledge and skills to achieve the task. Company offer training and organize the group working to employee for challenging more demanded task, then employees can maximize their creativity in the work process for high efficiency quality work. For example like, some customer facing employee or factory fist-line employees get plant much information, then they should have the right to make decision as soon as possible instead of waiting for upper level's decision. As we know during the information flow it may cause the delay of the task. Of course here employee should first of all understand the concept of company and follow the rules while making the decision.

For the high-involvement model to work, it must positively affect employee abilities, motivations and opportunities to perform. Improvements in knowledge enhance ability while empowerment and information enhance the opportunity to contribute. Rewards are a direct attempt to enhance motivation, which may also be improved through enjoying more autonomous work, feeling better informed, and enjoying a growth in skills. (Boxall and Purcell 2003.)

What kind of work systems in services industries should be used?

First of all, according to Segal-Horn (2003), Batt (2005), Lovelock (2007), there are many difference between services and manufacturing.

- Services are much more labor intensive than manufacturing, and labor costs of services usually take high percentage to total costs.
- Services usually have a higher invisible level than manufacturing. That means how to satisfy the customer is one more sensitive issue for company. Here employees' skills, personalities and moods of those who provide them are highly discussed.

- Services are produced and consumed to fulfill customers' needs which are only demanded at that moment. Services can't be stored as manufactured goods.
- Aiming to reducing the labor cost self-service is often used in routine or low-cost services. But when facing the higher quality and more knowledge reliable services, self-service can't achieve the needs of the customer.

Second, there are three different kinds of service markets according to Boxall (2003).

- Mass service market: This is kind of low-skill needed service. Customer often co-produces the service. (Boxall and Purcell 2003.) That means self-service is happened here frequently and customers are very sensitive about the price. Larger firms offering low-priced services to a mass market are continually looking for ways to take out labor costs through self-service, relocating to a foreign country and labor-saving technology. Small firms competing at the edges of these markets. They are often working with low margins and with their personal wealth at stake. When labor markets are hot, high levels of employee turnover can break en basic levels and firms are forced to raise wages and improve conditions to hold the higher-performing, better experienced workers. However, the general pressure of cost cutting always exists and never disappears, at this point, state regulation of pay levels, and working conditions, and trade union activity, are very important to creating the baseline of rights and more stately conditions for workers. (Boxall and Purcell 2003.)
- Mass service markets with some quality different: such as luxury hotels, grand design and renovation of the property position them in the luxury hotel segment, but if without skillful staff deal with customers in these surrounding, they will never reach this segment. So more money should be invest for higher value-added segments in services, and High-Involvement Work Systems is in use with economical reason. Related, more empowering job design, more comprehensive training, development reviews, staff committees, and learning employee motivators are highly considered.

- Highly differential service markets: such as high level professional service like lawyer or consultant. They usually have advanced educational background. How they work depends much more on how these professions educate and train their own people. (Combs et al. 2006.) The senior professional employees traditionally arrange the situation in work practices.

To both operations management and human resource management in organizations knowing about what work needs to be done, who will do it, how and where will do it , is the basic for choose the work systems.

Employee voice

When we discuss about high-involvement work systems in the management, there is one important issue we should mention about, that is employee voice. According to Albert Hirschman's model of exit, voice and loyalty (1970), employees respond to work-related problems in one of two ways: exit or voice. When employees terminate their employment relationship and leave the organization, it is exit. When employee has complaints, suggestions and willing to discuss problems with supervisors, that is called voice. Usually, more loyal employees are more likely to voice, because they consider that they are valuable to the company and ready to get improved. And less loyal employee are likely to exit when they are dissatisfied. With the result of research on the impacts of employee voice, such as employee well-being, productivity and ability of management to bring about change, companies can knows better about the styles in their own employee relations as they respond to the demand for voice in their organization. (Boxall and Purcell 2003.)

Voice is meaningless if the message is ignored. (Strauss 2006.) Participation is a process that allows employees to excise some influence over their work and the conditions under which they work. (Heller et al. 1998.) It can be either direct dealing with employees or indirect handling through their representative.

Voice is probably the area of Human Resource Management where tensions between organizational and worker goals, and between shareholder and stakeholder views, are most apparent because it connects with the question of managerial prerogatives and social legitimacy. (Marchington 2007.) In order to recruit, motivate and keep skillful employees, management should raise wages, offer good job opportunities, improve working conditions, and enhance channels for worker voice.

How to collect voice?

- Direct voice: Let employees say their own feeling and experience, and methods or ways to meeting a customer's needs, give them the permit to influence their working conditions. Such as flexible working time. This kind voice is usually informal, the supervisor or first-line manager is important in this relationship to help employees become more experienced and less supervision demanded. When employees are highly trusted and skilled, they become more enjoyed and more self-confident when handle their work task.
- Indirect voice: such as collect the information from manager's report or union representatives which are elected by employees in the workplace. It is more formal, they usually sit in the meeting room whether consulting or negotiating for making the change. The importance of effective consultation is not just in the way management decisions can be influenced. It helps shape employees' views about their employer, and then brings results which explain to employees, their views are listened to, and have influence. It affects the way that employees evaluate voice systems and judge management effectiveness. (Boxall and Purcell 2003.)

Employee Management

- Recruitment and selection of employee

What kind of people who are more reliable and have better long-term adaptability,

should be recruited is very important part for companies. Those who have all levels of ability, great personality such as businesslike manner, polite manner and friendly manner should be recruited enormously. When the job task is more and more involved in decision making, differences in skills and judgment become more emphasized for the organization, according to Boxall and Purcell.

Recruitment strategy is best understood as the way in which a firm tries to source or attract the people among whom it will ultimately make selections. Recruitment strategies include attempts to make the organization an attractive place to work and attempts to reach better pools of candidates. (Boxall and Purcell 2003.)

- Training and employee development

Informal learning and short-term training are mostly used among small firms. It's considered to have high risk to lose good workers by aiming to lower the costs. For saving reason under-investing in employee development is big problem.

First of all, providing the formal learning and systematic training is to help employee understand own task in the company as whole, as well as built the sense of reliable to the organization. Besides encouraging individual to try new things and learn by trial and error, it is typical to expose new workers to the skills of experienced performers. (Boxall and Purcell 2003.)

Aim to build a powerful labor pool with greater long-term potential without recruitment, giving employee opportunity to have education and training for better individual skills. This kind of development becomes more powerful when individuals also, or subsequently, face a more challenging work environment in which their learning is extended. (Marsick and Watkins 1990.)

Motivators

- Skill-matching: there are 3 kinds of situation. First, employees have greater skills than jobs need. In this situation, employees are less satisfied. Second, employees' skills match the needs of job, and employees are happy with that. Third, job is demanded and challenged, at this moment employees' skill are not enough, and they need to overcome many difficulties for achieving the task. But here employees are most pleased.

As we understand if employees find jobs enjoyable and interesting, they are more willing to get involved in it. In another words, if job is too easy, distasteful or boring, then employee will lose the motivation in the workplace, become negative and bad influence in the organization.

- Stable levels of pay and regular income are essential for everybody's life. Provide one secure job place can raise the level of employees' loyalty.
- Stressful work environment is bad influence for organization. Bad relationship between supervisors and individual will lead to many difficulties for management process.
- Expectancy theories of motivation do not mention the content of human motivations. But those theories point the basic, which affects the motivation at work. First, don't give employees impossible task. Too demanded goal will frustrate rather than motivate. After many times trying, employees will lose the self-confidence to achieve. For employees, it is great motivation to believe that their efforts can achieve the result desired. Employees like challenging but not impossible task. Second, employees like reward. Third, the rewards are desirable and worth working to have. As well as tasks are interesting and wanted.

2.2 Service Management

Almost everyone knows the term "service", but if you ask, what is the service? I believe few people can explain clearly. Services are invisible and untouchable. We can't handle, smell either eat it. We don't need place to store it for selling or further using, either transferring it

from one place to another. But it is an important fundamental relationship in the society.

2.2.1 Brief of Service Management

In economics, Services refers to, a kind of equivalent exchange, in order to meet the business, and public needs to provide. It is usually associated with tangible products. Even though, there are two issues was asked to be noticed about the misleading in book “Service Management and Marketing 3rd.” by Grönroos (2007). First, it neglects the hidden services of manufacturers and agriculture. Second, it views services as a 'sector' of the economy, not as a business logic and perspective on how to create a competitive advantage. Services shouldn't be only considered as extra necessary something. It also brings the value to the company as well as society.

Goods manufacture companies should provide the services which not only focus on customers' overall needs, such as information floating, software updating, logistic handling, technical supporting and other professional suggestion, also consider customers' complains, for example like timing and documentary handling.

For services providing companies, of course customers are priority number one. Thinking, handling, providing beforehand all in all base on customers' needs. It aims to bring the biggest satisfaction to customers.

2.2.2 The role of Human resource management in service management

When companies or organizations, no matter service companies or goods manufacturers, produce services to customers, and make the contact with customers, turns up the exchange of value for money. During the service process the cooperation between customers and service provider is questioned as customer relationships. When customer dissatisfy in the customer relationship with service provider, the exchange of value for money may end, and will look for another service provider. According to this phenomenon, customer relationships can be used as important basic issue for marketing, which focus on providing services to match the interests

and needs of customers.

Since Industrial Revolution, the economy grew rapidly, mass production led to mass consumption by quickly growing middle class group, and mass marketing at that time started to be noticed. Then the new tie between the producer of services, the services provider and the consumer was built. After Second World War, because the consumer goods-oriented marketing dominated marketing, services companies were more willing to spend money on mass marketing instead of the management of relationships with their customers. Just about 20 years ago relationship marketing and management of customer relationship was emphasized in the marketing because of more competition involved. When the mass marketing access was no longer profitable and markets were full and oversupplied. More goods need to be sold to less customers, especially there were no new customers available. Keeping the existing customers became extremely important.

If competitor provide higher value and quality services, meanwhile the trust between customers and service providers disappear. Customers will change another more trustful service provider.

Low price may keep customers for a while, but is difficult to have loyalty customer which will potentially spend more. So management of the customer relationship which include the quality and value created by their goods and service and their level of overall service to customers, is studied. (Grönroos 2007.)

Knowing the long-term processing needs and desires of customers and offering value on top of the technical solutions hidden in consumer goods or services, such as delivering, updating, repairing maintaining and so on solutions, is the basic in relationship marketing strategy. As we know, nowadays customers do not only search for goods or services, but also for looking for some extra special experience which is combined with goods or services as the whole package offering. Customers get honorable, friendly, trustworthy and timely feeling through this experience. In this sense, offering value on top of the technical solutions is getting more and harder to compete in today's business life. Total ongoing service offering is becoming the

core element in the relationship marketing. For example, eating in the restaurant, the poor service will lead to the dissatisfaction even though the meal is delicious and high quality. Then we know, we shouldn't just focus on competing with the core product, we should also compete with the total service offering. Here management of human resources, technology, knowledge and time become important part, in order to create successful marketing offering for the companies. When more and more industries, manufacturers and services firms face a competitive situation, they have to understand the nature of service management to meet the service competition. The solution to customer problems seen as a total service offering thus becomes a service. When service competition is the key to success for everybody and the product has to be defined as a service, every business is a service business. (Grönroos 2007.)

Manage as whole and aim to create maximum total value in coordinated relationship with customer; organizations have to use the process management approach instead of traditional functional management approach. It needs the internal cooperation among different departments. And in process management the whole chain of activities has to be coordinated and managed as a total process. Win-win situation is goal in relationship marketing. In this part, no body loses. Satisfied customer will bring more benefit for company in long term. Customer should continuously feel that they will still get help and support by another party after they have had a purchase. According to Grönroos once a relationship has been established, customers are customers on a continuous basis- and they should be treated as such regardless of whether at any given point in time they are making a purchase or not. Meanwhile in this relationship customers also get the benefits: They will trust more the service provider. The anxiety will be reduced. They feel themselves become important and secured because employees remember them, familiar with them and even build the friendship with them. They will be informed earlier about extra service, special prices or higher priority than other customer by their favorite employees. They can have leisure talk with employees just like with friends.

In relationship marketing concepts of the trust, commitment and attraction are important.

- In the trust concept, we can find 4 different trusts, such as generalized trust, system trust, process-based trust, and last personality-based trust. Personality-based trust is here we will

discuss more. Because it is related with the Human Resource Management. It means when a customer believes that he can rely on the word or statement which are represented by the employees of the service provider. Then the trust was built and customers are willing to have the further contact and continue business relationship with this trusted service provider. The existence of trust in relationship can possibly secure the supplier or service provider when facing risks and unexpected behavior afterword.

- Commitment concept means that one party in a relationship feels motivated to some extent to do business with another party. (Grönroos 2007.) A customer is possible committed to a service provider, because the trustworthy has been proved, and the solutions have been offered to support customers to evaluate the relationship.
- The last one attraction concept means the provider willing to giving customer something which may attract royal customers and also potential customers.

The customer is present to a certain degree in the service process, where the service is produced and delivered to him, and that the customer also participates in the process and perceives how the process functions at the same time as the process develops. Here we can get the idea Service is not a thing but process consisting of a series of activities- which are produced and consumed simultaneously. It is difficult to manage quality control and to do marketing in the traditional sense, since there is no pre produced quality to control before the service is sold and consumed. Most of the process is invisible for customer. But the visible activities are experienced and evaluated in every detail, and those matters will keep in customers' mind. (Grönroos 2007.)

The status of most employees in service operations is complicated. They have responsibilities for their technical duties, but also have to realize that the way in which they do their duties is a marketing task. Marketing activities are carried out by every employee who influences the customers of the organization directly or indirectly. For smoothing the process, every service operation is full of internal service function which support on another and the customer facing employees and departments interacting with external customers. In another word, if internal

service is poor, the externally rendered service will be damaged. However, it is often difficult for people involved in internal service functions supporting other departments to realize the importance of their performance to the final service quality. So in this sense, only Human resource management can help to improve the situation.

3 CASE STUDY

3.1 Employee as one special competition force in RAY Casino Helsinki

RAY Casino Helsinki opens the door to the public. It confirms the basic of business is face to face customer service. Customer facing personnel, who are standing on the first line direct toward customers, are the face of RAY Casino Helsinki. They have fully responsibility to show what RAY Casino Helsinki like and build the image of RAY Casino Helsinki.

3.1.1 The attitude of the employees in co-operating process

Working is becoming a place to collaborate, exchange ideas, and communicate with colleagues and customers. Your value as an employee will be determined not only by how well you perform your job but also by how much you contribute your knowledge and ideas back to the organization. The ways in which companies develop this culture of collaboration will become a significant competitive factor in attracting and engaging top talent. (Meister and Willyerd 2010.)

Collaboration is a human social skill that enables us to work as teams to achieve more than we could accomplish alone. Collaboration is usually the product of one or more common goals, values, needs, ideals, visions, or interests. Collaboration groups consist of formal or informal, often self-organized, groups of employees who possess complementary knowledge and share interest in particular problems, processes, or projects in the organization. (Groff & Jones 2003.)

So working together as a team instead of working against each other is becoming extremely important. Here are two issues: positive feeling and negative feeling should be aware. According to Alexander Hiam (2003), when employees are managed in the heavy-handed and relatively insensitive manner, employees often feel irritated or frustrated with their managers. Meanwhile this kind of feeling become the negative feeling, such as angry, under-appreciated, stressed, depressed, and pessimistic. In the opposite, positive feelings lead employees to feel

happy, confident, proud, pleased, enthusiastic, optimistic, and so on, that make employees self-confident and self-motivated to take the challenged task.

If the negative feelings are already existed, how can manager shift employees' attitudes from negative to a positive, get ability to understand and manage employees' feeling in the workplace? Managers' behavior drives employee's attitude. (Alexander Hiam 2003.) As we know, manager can tell people what to do, but can't tell them how to feel. Employees' feelings are their own business. Managers don't have rights to control. Anyhow good working climate need to have. In RAY Casino Helsinki every week there are some changes, manager usually ask some employees' opinions before all those changes happen. Employees feel that they are involved and their participation make them feel they are valuable. This leads to increase employees' interest in their work and want to do the task better.

How can RAY Casino Helsinki improve collaboration and knowledge sharing to achieve improve business results? Knowing employees and their feelings:

- Employees want freedom in everything they do: from freedom of choice to freedom of expression. (Don Tapscott's book Grown Up Digital: How the Net Generation Is Changing Your World)

The job of RAY Casino Helsinki is very serious and routine; especially there is a lot of money flow in the work, employee will face every day many difficult situations while they have contacts with customers. Although employees have the rights freely to make the decision when handling the situation by following the strict rules which were stated by the law.

- Employees love to customize and personalize their experiences. (Don Tapscott's book Grown Up Digital: How the Net Generation Is Changing Your World)

The manager of RAY Casino Helsinki keep always employees' development goal in mind, so when they have the communication either formal or informal, which is designed to be motivational or educational in any way. According to the difference from each employee, manager will make the personal goals for employees. Employees can share their personal experiences which are from everywhere via having dialogue with manager to improve existed

old system. For those situations that are difficult to discuss face to face there is also collaborative group blog on intranet where RAY employees share insights about what is and could be happening inside the RAY.

- Employees look for corporate integrity and openness when deciding where to work. (Don Tapscott's book *Grown Up Digital: How the Net Generation Is Changing Your World*)

RAY Casino Helsinki is well operated workplace. Each department has strong contact with each other. There is highly demanded cooperation work in the whole workplace. And company also needs to have multi-ability employees to run the business. For reaching this goal employees of RAY Casino Helsinki have the possibility to choose the department which they want to work, and get new working experience from difference working sector. It's great to improve employees' professional skills, and help them to get the wider view of their own working. For example, employee from table gaming department can also have few shifts every month from the hospitality department. By knowing the whole operation process, employees get more self-confidence when facing the customer and provide better customer service.

- Employees want to find entertainment in their work, educational, and social lives. (Don Tapscott's book *Grown Up Digital: How the Net Generation Is Changing Your World*)

RAY Casino Helsinki has many managers which are full of humorous. They know well how to adjust the working atmosphere by using funny small talk. When facing the difficult situation they will guide employee to relax and handle it easily. New employees can also get advice from older employees about how to meet customer's need by using knowledge and skills. Because customers of RAY Casino Helsinki are from all around world, it's wonderful to knowing different culture and needs from different nations in such short time without traveling around.

As we know RAY Casino Helsinki is one amusement park for adults. If you like jolly time and excitement, you won't feel bored here.

- Employees are focused on collaboration and relationship building. (Don Tapscott's book *Grown Up Digital: How the Net Generation Is Changing Your World*)

In RAY Casino Helsinki the relationship between colleagues is health. All kinds of bad

influence are strictly pointed. Cooperate is widely focused on. Everybody should understand the importance of working in one big family. Especially the relationship between supervisors and lower level employees is emphasized in RAY Casino Helsinki. Aim to achieve the following goals during the cooperation work.

1. The lower level employees should get the message that upper level employees care about their ideas and value their abilities. "Thanks" is used often between colleagues.
 2. Lower level employees' job is to solve problems, not to do what others are told.
 3. Supervisor should spend more time thinking about how to give advices and guide others to do job well, instead of just doing it
 4. Supervisors also learn and use motivational communication skills because they are the model of lower level employees. Motivational communication means finding problems with colleagues, analyze problems with colleagues, give the simple suggestions to colleagues, motivate and guide colleagues to solve problems
- Employees are innovators and are constantly looking for innovative ways to collaborate, entertain themselves, learn and work. (Don Tapscott's book Grown Up Digital: How the Net Generation Is Changing Your World)

"People want to be a meaningful part of a team and feel that they are contributing." (Incentive magazine, January 2002.) So inviting employees to more open up and get into the decision making or problem solving can motivate employee's attitude about thinking about their own work. RAY Casino Helsinki organizes almost every month one theme event. It's not one all two peoples' task. Here everybody can give the suggestion about what they think about the theme, how to entertain customers and as well as themselves, employees from other departments even can volunteer to take part in the event and help the coworkers out.

Good and positive mood of employees are very important to enhance their abilities to do challenging tasks. When employees feel calm, relaxed, happy, hopeful, safe, and warm, they will transfer theses feeling to alert, motivated, optimistic, helpful, focused, creative, curious, confident, energetic, and cooperative during the working performance. (Hiam 2003.) Employees who have good attitude, and feel positive as well as active are more eager to finish task. They usually solve problems quickly and well, learn new things fast, think a lot about the

working and always create the new and great idea for improving the work. They also willing to help others out and share their knowledge generously.

3.1.2 The importance of the employees' behavior when facing customers

Quality is what customers' experience. In RAY Casino Helsinki Customer customers should feel the passion from the employees, which offer excellent service to fulfill customers' needs. As Christian Grönroos wrote, the quality of a service as it is perceived by customers has two dimensions; outcome dimension and process-related dimension. In another words; What and How. It's not difficult to understand what customers want to have, when they come into the Casino. They want to have entertainment, fun and especially the feeling of luxury and money winning. But as everybody knows there isn't always pleasant experience when people gamble. How to please customers and release their unpleasant feeling from gambling, it's absolutely important to all employees of RAY Casino Helsinki. The customer is influenced by how he receives the service and how he experiences the simultaneous production and consumption process. If the quality dimension (How and What) is not answered well, the wrong actions may be taken within the company, and the company would lose its chance to achieve a stronger competitive position. (Grönroos 2000.)

Usually before customers coming into the Casino, they already have some kind of expectations. They get to know about the Casino from advertising, sales promotion or campaigns, web, and internet communication, which can be directly controlled by RAY Casino Helsinki's sales and marketing department. But there is another kind of knowing which can't be controlled by company directly, such as image and word of mouth factors, as well as public relations. In this point, employee's attitude can affect a lot to meet the expected quality. In another words company build the image of the expected quality, and employees provide the experienced quality. How to match them both or merge the gap between them? This all depends on the attitudes and behaviors of employees.

This kind of situation is also called "moment of truth". It means this is the time and place when and where the service provider has the opportunity to demonstrate to the customer the

quality of its services. (Grönroos 2000.) There is no next moment. When the opportunity is lost, customers have left, there won't be easy to add value to the perceived service quality. If a quality problem has occurred, it's too late to take corrective action. (Grönroos 2000.) So employees of RAY Casino Helsinki all need to keep this in mind, and aim to provide accurate, professional and reliable service friendly.

In the casino customers feel often emotions. Sometimes they are happy, delight and hopeful, but sometimes they are angry, depressed and guilty. How to satisfy them?

According to the seven criteria of good perceived service quality of Christian Grönroos (2000), we know How:

- Professionalism and skill

RAY Casino Helsinki focuses on providing the professional service to customers. Its physical resources, such as all the slot machines and table games, are well designed by professional specialist. Its operational systems are improving by the knowledge which is gathered from the feedback of customers. Its employees are well trained at very beginning. All of these are make customers to realize their needs can be satisfied in a professional way.

- Attitudes and behavior

Customer need to feel the customer facing personnel are care about them and interested in solving their problem friendly and automatically. In RAY Casino Helsinki good and skillful employees know how to listen to the words of customers, provide the best solution to customers; either never bring the personal negative emotions to the work. The professional skills are provided always in active and positive ways.

- Accessibility and flexibility

RAY Casino Helsinki is located in the heart of Helsinki center, and almost opens all year around: 363 days. Opening time is from noon to 04am. Its well designed working shifts process of the personnel can meet the different demands from customer at different situations in different times.

- Reliability and trustworthiness

If customers rely on the service which is provided in the professional ways, they will trust that those promises and agreements will perform with the best results.

- Service recovery

When something goes wrong and occur mistake, RAY Casino Helsinki need to immediately take action and keep the situation under control, meanwhile find accepted solutions efficiently for customers.

- Service space

RAY Casino Helsinki make the small change of inner decorate regularly, create the additional game and update the software of slot machine often. Customer may please the physical surrounding and other aspects of the environment of the service support.

- Reputation and credibility

Customers trust the business of RAY and willing to give adequate value of money for its service. Because they believe that personnel's great working attitude and value added performance can be shared by them.

3.2 How to motivate and satisfy employees in RAY Casino Helsinki

I believe every manager would like to hear this kind of answer from their employees when they ask employee why they stay, "I love the brand. I love the product. And I love the team." (Meister and Willyerd 2010) As we should know, when people choose the workplace, they get the same kind of experience as the consumer. There are always reasons why people should choose this workplace.

People are different. When employees have negative feelings in the work, there are usually two kinds of situation. Some people will express directly to managers or colleagues and get away with such awful feeling as soon as possible, but others who keep the bad feelings inside will suffer from anger and stress, at last will provide poor service to customers or leave the

company.

3.2.1 Social ethic in Gambling business

Most employees desire a company name on their resume that gives them a sense of pride. Talented employees from tarnished companies have experienced the heartache of having their own future employability threatened by the disgrace of their executives. No matter how well a company performs in the other aspects of the model, if this core is not solid, no amount of work on other areas will compensate for it. (Meister and Willyerd 2010.) As Libby Sartain, a former head of HR at both Southwest Airlines and Yahoo said, “The importance of an employee brand is so core that no matter where I worked, I would ensure we were clear on defining and implementing an employee brand based on the unique culture and values of the company.”

Companies establish reputation through corporate social responsibility, its key for younger employees, such as picking specific social issues that are strongly linked to their core mission. (Meister and Willyerd 2010.) RAY is such company. RAY knows lack of ethical conduct leads to weaken the trust from those who are proud of the organizational achievement. Employees may leave or lose motivation because they think about their working has really bad influence to the society. As we know RAY Casino Helsinki at this moment is the only casino in the world return 100 percent of the profit back to the society every year for improving the situation of health care in Finland. And RAY’s helping project which are all around Finland, benefit a lot those who do need help. So I will say there are reasons and values to support RAY’s business to achieve more.

Values are core ideas about how people should live and the ends they should seek. They are shared by majority of people within a community or society. They are simply expressed generalities, often no more than single words. As they are very broad they do not give guidance on how particular things should be evaluated. Attitudes like values but are more changeable, because they relate to specific circumstances. A belief is an acceptance, which doesn’t imply any judgments about whether the thing is good or not. (Fisher & Lovell 2003.)

Values have clearly difference from attitudes and belief. Clear and practical ethical conduct can increase the social value of the organization, as well as employee commitment.

HR of RAY plays an important and fundamental role in organizational ethics and public policy. Such as flowing roles which were mentioned in book Future of Human Resource Management. (Losey, Meisinger & Ulrich 2005.)

- Helping determine an organization's ethics and public policies.

RAY is not a kind of company which aims to make great profit, produce big income and enrich the shareholder. RAY is one kind of charity association whose income is not from donation but from gambling business' profit, focus to make the better Finland. The concept of RAY is collecting the extra wealth from the society and supporting those which need money. In another words, collecting the money by doing non ethics-friendly business with ethical reason. RAY is leaded by Finnish government and supervised by the nation with the legislation. The money flow of RAY is transparent to the public. So the public can easily follow RAY's annual report to know where, what and how much has been supported by RAY. This is one important ethics issue to let people know about another extreme valuable task of RAY.

- Developing supportive procedures, training, and communications.

The employee of RAY will all get the training of business ethics of Gambling business. Inside RAY Casino Helsinki there is also open communication tunnel with the managers and publics.

- Creating a culture where ethics and related, proactive conduct are valued.

"Working for the better Finland" is the spirit of RAY. Employees are proud of working for RAY and willing to introduce RAY to the public. RAY thanks players, which choose RAY instead of somewhere else, because their donations are valuable for Finnish society.

- Fostering an environment where violations will be reported.

According to the Finnish law, over gambling, illegal gambling activities, money loaning and so on is not allowed in RAY's business.

- Conducting investigation and applying discipline, when needed.

The business ethics issues are considered in the annual survey. RAY's employees have strict discipline in this business. They are not allowed to do anything against the discipline of RAY.

3.2.2 Equality in the working life

Why managers should care about the equality in the working life, whether their employees are suffering unfairness and disadvantages?

First of all, Managers should have moral obligations to treat employees without prejudice and stereotypes to avoid making poor-quality decision.

Prejudice refers often negative evaluation of another person based on their perceived group membership, such as gender, race, religions, disability, age and sexual orientation. In RAY Casino Helsinki, you can find its employees are from everywhere around world and different background. People are working in one multi-culture environment. Each culture and habit is respected.

Stereotypes occurs usually not knowing well of another person. The conclusions about what he or she is like without looking at person's individual qualities. There are always the opportunity in RAY Casino Helsinki to knowing yourself better, because managers will guide you to reach your goals.

Second, it strengthens good business sense.

- Manager can maximize potential and valuable resources in full human resource by utilizing the competence of exiting employees well and keeping talents happy.

Managers will have more choices when they make decisions. And managers have confidence to meet all kinds of problem when they have enough competence to pick up. Managers also can recruit a more talents with specific skills or experiences. All these can maximize the potential of employees. Just like the CEO of Apple Tim Cook. Because Apple give him one equal working environment, none colleague consider he is different or worth than others. That

makes him. In Casino RAY Helsinki also have many this kind of stories. Providing the equal working culture is important for RAY.

- It leads to the customer satisfaction. In face to face service, delivery is the essence of the business which requires an understanding of various needs of customer.

In RAY Casino various customers need different personnel to face them and meet their demanded needs. Customers' tastes are different. They usually look for the personnel which are similar as themselves. They feel more comfortable to deal with the people who have same background and life experience

- It leads to a positive company image.

Ethics is important business issue for RAY. Image of RAY is aiming to achieve peace and equality of the society. It's the concept and goal of RAY.

3.2.3 Benefits and compensation

Employee benefits are optional, non-wage compensation provided to employees in addition to their normal wages or salaries. (HR Council 2014.)

Health and safety

The employer has a legal duty to maintain a healthy and safe workplace, the health and safety function being directly related to key HRM activities. Health and safety considerations and policy can affect the selection process in two ways. First, it is safe to assume that, during the recruitment process, potential applicants will be more attracted to an organization that has a reputation for offering a healthy and safe work environment for its employees. Second, the maintenance of a healthy and safe workplace can be facilitated in the selection process by choosing applicants with personality traits that decrease the likelihood of an accident. (Bratton & Gold 2003.)

According to the personal needs and financial position, RAY provides its employees: 24 hours 7 days' private medical treatment. RAY measures and analyzes the working environment

whether it is harmful to the health or danger the life via the professional authorities. RAY's health budget can help yearly sport exercising, routine dental treatment and purchasing of glasses which is as working necessity.

Family

Employees' life happiness is supported by great RAY's benefits. RAY's employees can take all benefits which Finnish social security system (kela) recommended. That means employees have the maximum benefits which are allowed by Finnish legislation. In addition, RAY's cottage policy contributes to the harmonious between the working and family.

Compensation is payment to an employee in return for their contribution to the organization that is for doing their job. The most common forms of compensation are guaranteed pay like wages, variable pay like bonus and tips. (Free Management Library 2014.)

RAY Casino Helsinki has transparent salary statement for different levels and working sectors. Tips are paid according to the performance of working.

3.2.4 Training and rewards

The changing skill and knowledge levels need to get and keep a job in the global economy. Employees in jobs that require a complex set of skills such as problem solving, judgment, listening, data analysis, relationship building, and collaborating and communicating with coworkers. (Meister and Willyerd 2010.)

Employees may have unreasonable but strongly held career exceptions. Having a dialogue with the manager can help to customize and personalize the job. Then career development, reward structures and even methods for delivering learning and development can be customized to each employee segment. (Meister and Willyerd 2010.)

Training is an important element of the success. Training, learning, and continuing improvement are focused parts of RAY Casino Helsinki's culture. Every employee should

have a clear goal. Goals are essential to every aspect of management because they provide the basic structure for employees' work. (Hiam 2003.) The employee won't be actively involved in the work, if the goal is confused and uncertain. In RAY Casino Helsinki new employees will take part in 4 weeks training before they start the work. In this 4 weeks company's concept, goals, operation process, basic skills of customer service and special working technic are taught for meeting the future needs of employee. They have the first goal that is proving zero mistakes during each hand in the game. Employees should provide professional and reliable skills to customer when dealing both small and big amount of money. Good calculation and multi-language skill are very important for new employees. The special formula of calculation and professional technical term in English are well taught and practiced before the new employee start to face the customer. Step by step, when employees have gained the strong self-confidence and skills from the previous task, manager will choose something that employees care about and help give them additional training in the way to design the new goals, such as dealing more complicated games or training the new employees.

Opportunities create energy. People who are pursuing an exciting goal are hopeful of achieving it experience high motivation and achieve superior levels of performance. In contrast, dull, meaningless, and especially easy work is exhausting. (Hiam 2003.) There are many studies show when people focus on developing their skills and achieving their personal aims, they are not only doing better, but also gaining more energy.

In RAY Casino Helsinki, employees also have the opportunities to take part in additional training or education which is organized both inside and outside of company. RAY has cooperation program with Haaga-Helia, this well organized the course Gaming Business aim to introduce this special business sector and educate more talents working for RAY. RAY has own training center which organizes language courses, customer service courses, Friday University (Perjantai yliopisto), internet courses and Talent project for those are interested in learning, sharing and using those knowledge in the work. RAY has very good online education system. For those who are living far away from the activities, can find great learning material to improve personal skills. Aim to knowing better of own employees, RAY ask every year professional survey company to analyze the feedback from employees. RAY's training center

is focused on improving the results and building the most efficient development system inside RAY to train more talents, which are happy to work for RAY.

RAY also has great policy for those want to learn more and get higher level education. Employees can easily take the education leave from the work, and design the suitable working shift with manager for fitting the study schedule. This opportunity make employees feel that working time is flexible, and there is still a possibility to achieve something significant through good training or education. Giving opportunities is all about achievement. RAY's manager knows giving nothing but working will kill employees' motivation. Employees usually feel those particular training tasks provide good experience, that help them like the work more, help the company perform well so late employees can get their awards.

Promoted, bonuses, prizes or certification of appreciation are considered to solve problems in the working, such as mistakes occurring, negative attitudes, less working energy, and missing goals. But the place like RAY Casino Helsinki is doing none profit charity business and lead directly by government. There is no enough or blow of money for its employees. How to reward its talents is still the focused program in RAY Casino Helsinki. Every year the best customer service personnel will be voted by customers. The best Dealer of Finland, which is chosen by judges, will take part in the further higher level European completion. As the reward, his or her experience will be reported through the mass media, such as, reward board in the entrance of RAY Casino Helsinki, internet web page of RAY, RAY's customer magazine or other news expresses. There are also small budget to reward few year best performance employees. Tickets of some meaningful events, which are organized by casino itself, are the most popular and frequent rewards to courage employees efficiently. Managers of RAY Casino Helsinki understand the importance of good motivational management, show their care of employees' work, know to communicate and regularly reward employees for their initiative.

RESULTS OF SURVEY

There are in total 40 people who are from Centria University of Applied Sciences, taking part in the survey. In which 22 are females and 18 are males. They have been very supporting to my survey and interested in my topic. More than half of interviewees' age is between 20- 25 years old. 25% of interviewees are between 25-35 years old. Most of interviewees have had less than 5 years working experience. Most of them are looking for the job for their future career.

According to the charts we understand that interviewees consider those issues of HRMS are mostly important. By analyzing the results we can see that males care more about career supporting, benefits and recognized as individuals, and females concern more about continuous training, opportunities to cooperate with colleague, equality, flexible working time, especially having clear strategies and goals of company, as well as involving in the company succeed.

Working experience also affects a lot people's opinions about the HRMS. Interviewees, who have less than 6 months working experience, care mostly continuous training, equality, and having clear strategies and goals of company. Interviewees, who have 6 months to 2 years working experience, think about career supporting is important. Interviewees, who have 2 to 5 years working experience, value more about recognized as individuals. Interviewees, who have more than 5 years working experience, believe cooperate with colleague, equality and having clear strategies and goals of company are most useful tool to motive employees.

Persons, which are in the different age ranges, have unlike needs. According to the chart, older interviewees give higher evaluation of the HRMS compare with younger interviewees.

(Appendix 1 and 2.)

CONCLUSION

RAY Casino Helsinki, as one special customer service organization exists in the gambling business, which has its special value for the Finnish society, even the whole world. A key driving force behind its success has been a strong desire to providing more helpful projects to the Finnish nation, and to do everything better than any others in the gambling business around world. Legislative assemblies from government with a deep commitment and understanding provide a foundation for RAY's success. The introduction of systematic stratagem of human resource management to recruit, train, develop, motivate and retain talent further enhance the foundation and brand RAY Casino Helsinki in a bright direction. The quality of management which reflects the quality of working in service industry is the most influential competitive advantage. For achieving the goal and concept of RAY, RAY considers the Human Resource Management Strategy is the most important of all business strategies

The strategies and their reflection to the work mentioned above is main factors that support to satisfy those targeted customers for meeting the needs of core work in RAY: helping more people. Each capability requires a number of system, process, skills, and expertise that are related with, and rely on, each other. Ray Casino Helsinki needs continuous supply of competence. Employee recruitment, employee training, development, performance evaluation, employees' career planning, the safety working environment providing, and so on, are all necessary. All of those need to focus on introducing the Human Resource Management Strategy in the organization. Because they need the systematic strategy to bring them to the reality transfer them into energy for powerful working engine.

Going forward, Ray Casino Helsinki is the model of Finnish Casino. In the future the new casino in eastern of Finland will take the experience from Ray Casino Helsinki. How to maintain the essence and make better improvement of quality performance will need more talent contribute to. According to the survey, RAY as a qualified employer cares about really its employees.

REFERENCES

Beardwell, J. & Claydon, T. 2010. Human Resource Management: A contemporary Approach 6th. Edition. Financial Times Prentice Hall

Boxall, P. & Purcell, J. 2003. Strategy and Human Resource Management 3rd. Edition

Bratton, J. & Gold, J. 2003. Human Resource Management Theory and Practice 3rd. Edition. Palgrave Macmillan

Browaeys, M. & Price, R. 2008. Understanding Cross-cultural Management. Pearson Education Ltd.

Evans, C. 2003. Managing for Knowledge: HR's strategic role. Butterworth Heinemann

Fisher, C. & Lovell, A. 2003. Business Ethics and Values. Pearson Education Ltd.

Free Management Library 2014. Available: <http://managementhelp.org/payandbenefits/>. Accessed 5 November 2014.

Groff, T. & Jones, T. 2003. Introduction to Knowledge Management: KM in Business. Butterworth Heinemann

Grönroos, C. 2007. Service Management and Marketing: Customer Management in Service Competition 3rd. Edition. John Wiley & Sons, Ltd.

Grönroos, C. 2000. Service Management and Marketing: A Customer Relationship Management Approach 2nd. Edition. John Wiley & Sons, Ltd.

Hiam, A. 2003. Motivational Management: Inspiring Your People for Maximum Performance.

HR Council 2014. Available: <http://hrcouncil.ca/hr-toolkit/compensation-employee.cfm>. Accessed 3 November 2014.

HR Council 2014. Available: <http://hrcouncil.ca/hr-toolkit/compensation-employee.cfm>. Accessed 3 November 2014.

Las Vegas Convention and Visitors Authority 2014. Available: www.lvcva.com/stats-and-facts/visitor-statistics/. Accessed 5 October 2014.

Liu, W. 2008. KFC in China: Secret Recipe for Success. John Wiley & Sons (Asia) Pte Ltd

Losey, M. Meisinger, S. & Ulrich, D. 2005. The Future of Human Resource Management: 64 Thought Leaders Explore The Critical HR Issues of Today and Tomorrow. John Wiley & Sons, Ltd.

Meister, J. & Willyerd, K. 2010. The 2020 Workplace: How Innovative Companies Attract, Develop, and Keep Tomorrow's employees today. Harper Business

Ralph Christensen Foreword by Dave Ulrich 2006. Roadmap to Strategic HR: Turning a Great Idea into a Business Reality. American Management association.

RAY 2014. Available: <http://www2.RAY.fi/en/about-us> .Accessed 28 October 2014.

Studymode 2014. History of Human Resource Management Available: <http://www.studymode.com/essays/History-Of-Human-Resource-Management-124940.html>. Accessed 2 November 2014.

Suominen, R. & Tuominen, K. 2011. The Human Resource Excellence Criteria: Self-assessment Work Book. Change Manager Pro. American Management Association

Wikipedia 2014. Las Vegas Available: http://en.wikipedia.org/wiki/Las_Vegas. Accessed 5 October 2014.

Wikipedia 2014. Macau Available <http://en.wikipedia.org/wiki/Macau>. Accessed 5 October 2014.

APPENDIX

Questionnaire

Gender

- Male
- Female

Age

- 20-25
- 25-30
- 30-35
- 35- 40
- 40-45
- 45-50
- Over 50

How long have you worked?

- Less than 6 months
- 6 months-2 years
- 2 years - 5 years
- 5 years – 10 years
- More than 10 years

What kind of employer are you looking for?

Please mark number **1-5**

- 1** not important
- 2** less important
- 3** important
- 4** very important
- 5** extremely important

1. Employees are recognized as individuals

1	2	3	4	5
----------	----------	----------	----------	----------

2. Employees are involving in the company succeed

1	2	3	4	5
----------	----------	----------	----------	----------

3. Company communicate its strategies and goals to employees clearly

1	2	3	4	5
----------	----------	----------	----------	----------

4. Flexible working time

1	2	3	4	5
----------	----------	----------	----------	----------

5. Equality of racial, Gender, Age and so on

1	2	3	4	5
----------	----------	----------	----------	----------

6. Opportunity to cooperate with colleague challenging the bigger achievement

1	2	3	4	5
----------	----------	----------	----------	----------

7. Company' benefits

1	2	3	4	5
----------	----------	----------	----------	----------

8. Company's continuous training

1	2	3	4	5
----------	----------	----------	----------	----------

9. Supporting to create a clear path for career advancement

1	2	3	4	5
----------	----------	----------	----------	----------

Graphical Results







